

1/19

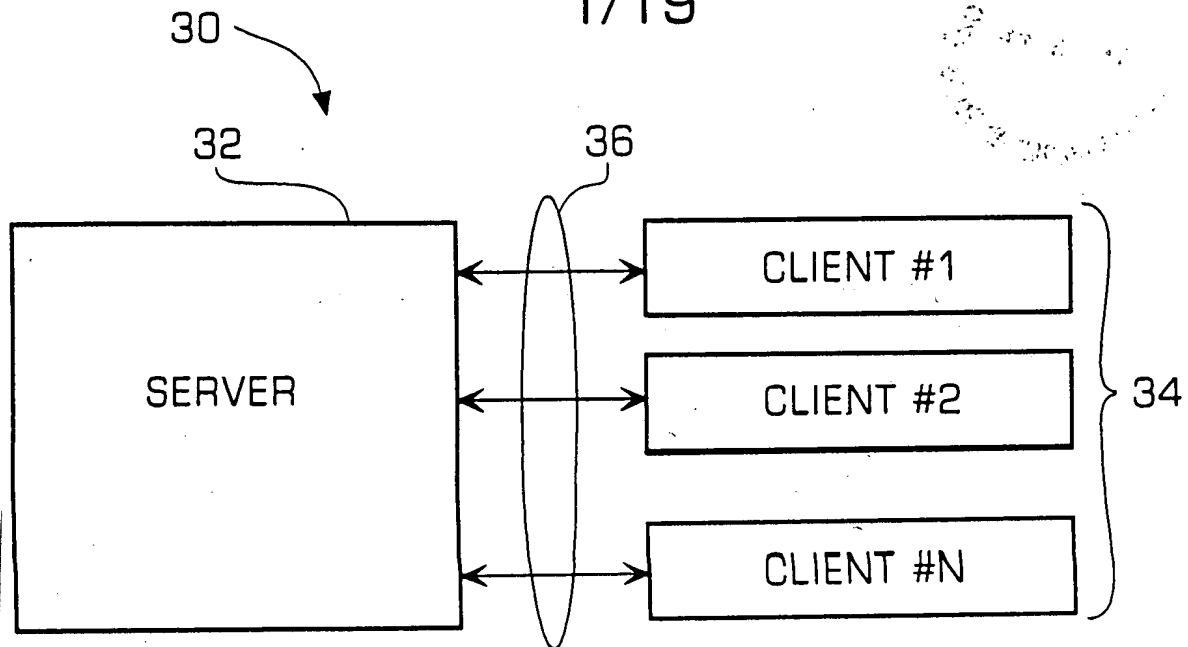


FIGURE 1

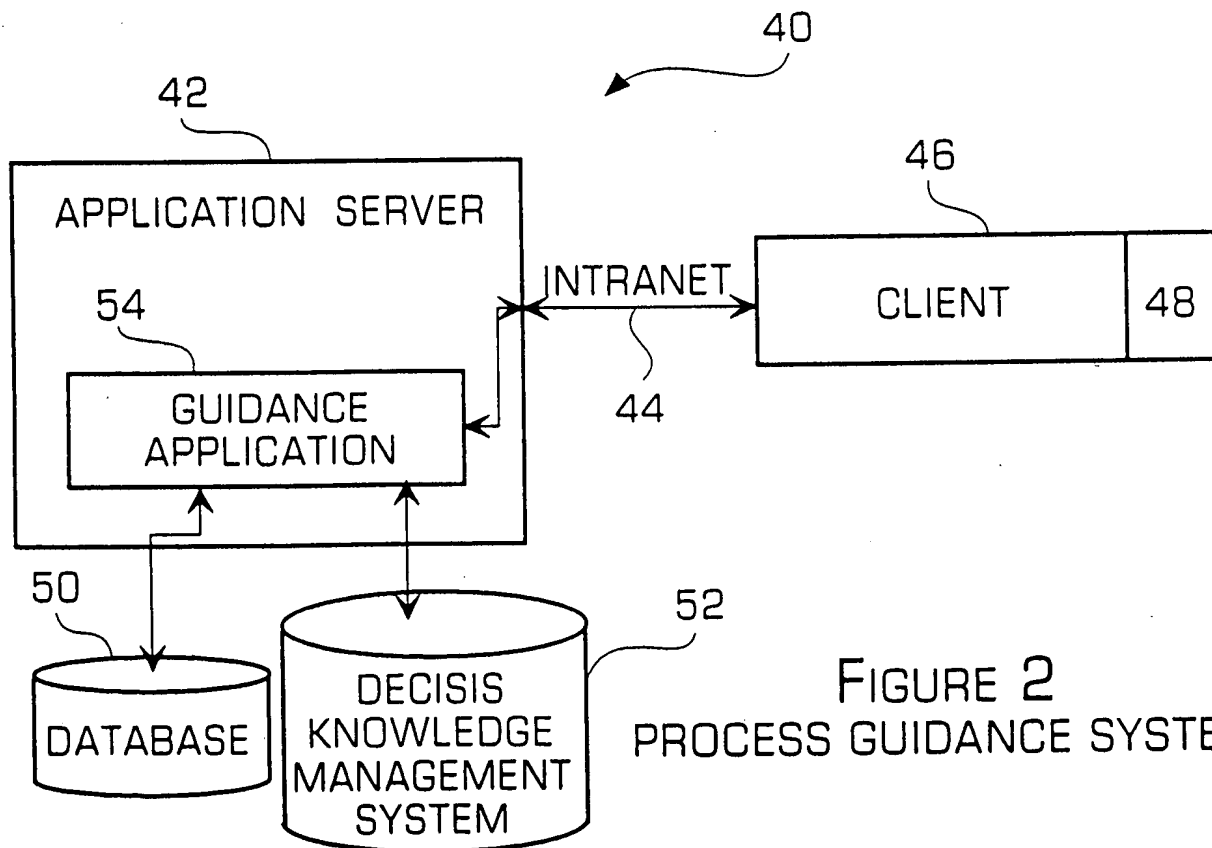


FIGURE 2
PROCESS GUIDANCE SYSTEM

DATABASE SERVERS

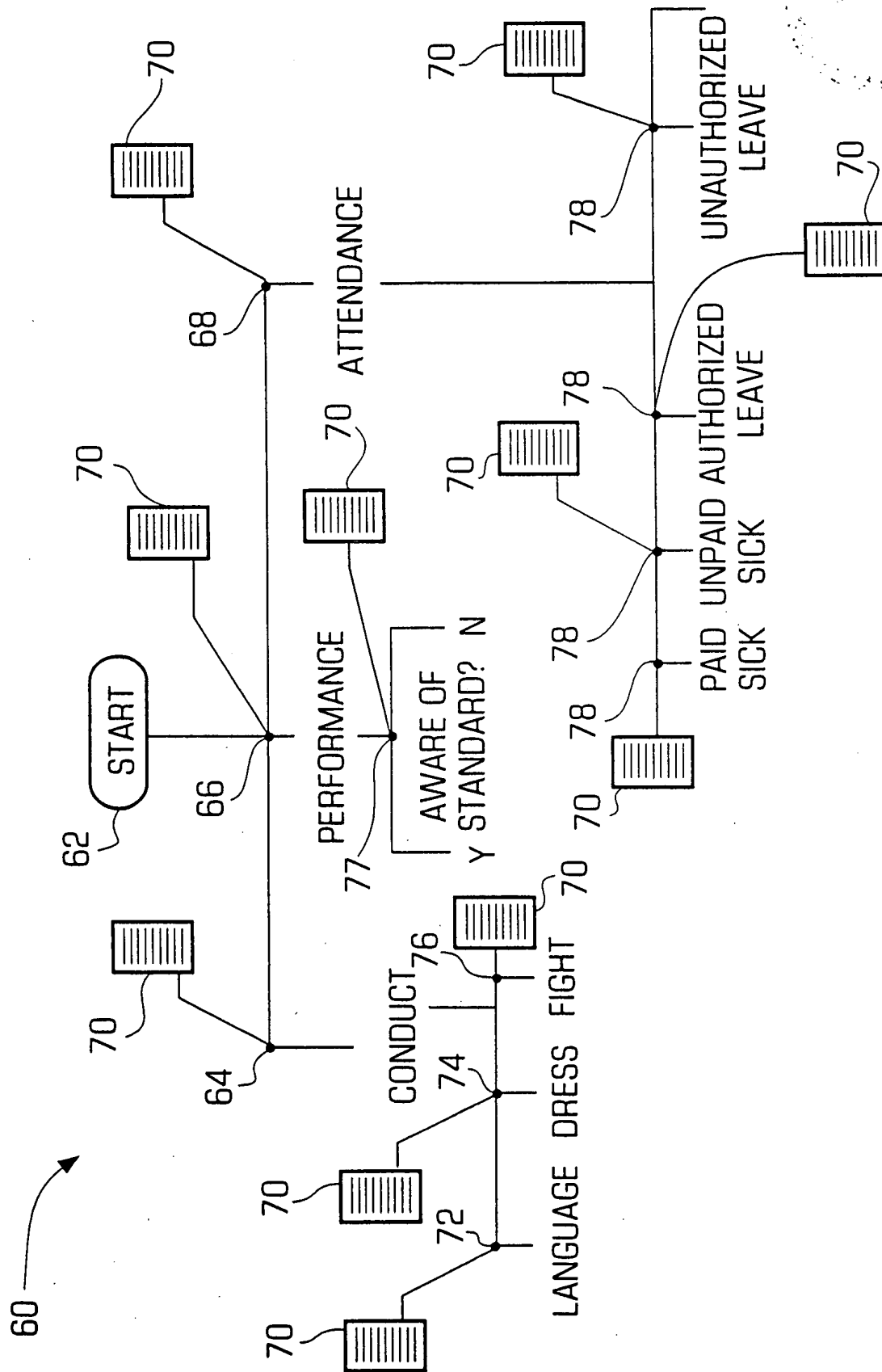


FIGURE 3

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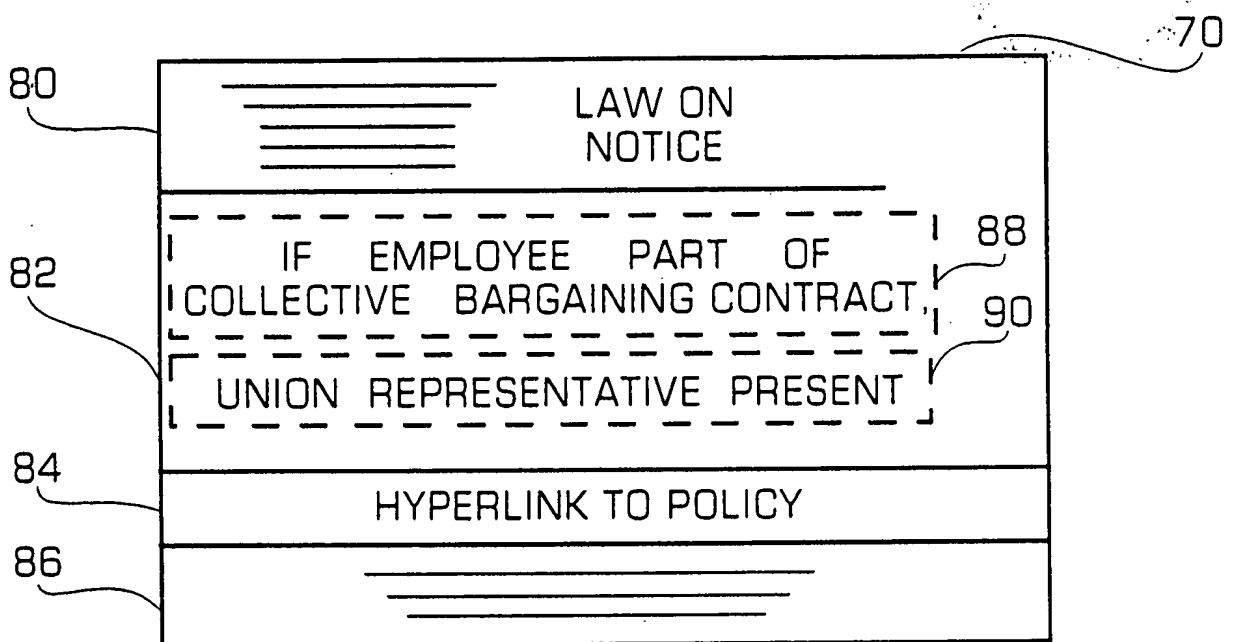


FIGURE 4

FAMILY MEDICAL LEAVE ACT

	102				
	>1250	WHO SICK	HOW LONG		
101 {	FED LAW			X-NO	
	STATE LAW				X-ALLOW
	COMPANY POLICY	X-NO			
	COLLECTIVE BARGAINING CONTRACT	X			
	MOST → LEAST DISCRIMINATORY DISCRIMINATORY				

FIGURE 5

APPROVED	C.G. FIG.	
BY	CLASS	SUBCLASS
CRAFTSMAN		

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ATTENDANCE MANAGEMENT SAMPLE SCREEN #1

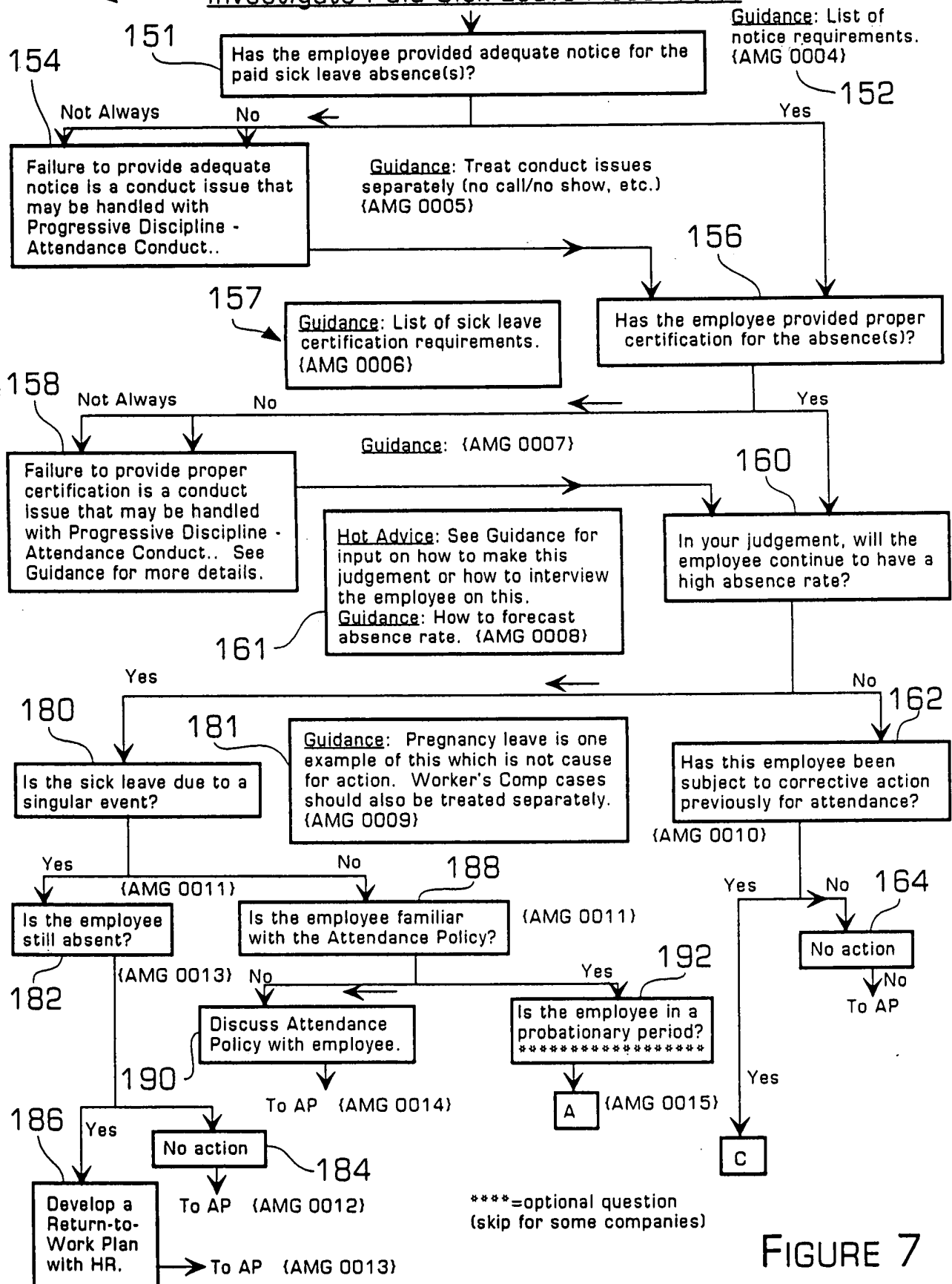
120

122		ATTENDANCE MANAGEMENT		130					
<input type="checkbox"/>	CATEGORIZE	Use this application to develop a corrective action plan for an employee with a high absence rate.		Help (AMH 0001)					
<input type="checkbox"/>	124 INVESTIGATE	Select "Help" for information on how to run this application.		Look-up					
<input type="checkbox"/>	126 ACTION PLAN	John Smith	1-23678 7-234	50 hours YTD 12 hours PTD	132 Guidance (AMG 0001)				
<input type="checkbox"/>	128 REPORT	Select path:							
		<table border="1"> <tr><td>Investigate</td></tr> <tr><td>Same disposition as last time</td></tr> <tr><td>Not a problem</td></tr> <tr><td>Not an employee</td></tr> </table>		Investigate	Same disposition as last time	Not a problem	Not an employee	134	
Investigate									
Same disposition as last time									
Not a problem									
Not an employee									
		The employee's recent absences have been:		<table border="1"> <tr><td>Paid Sick Leave</td></tr> <tr><td>Unpaid Sick Leave</td></tr> <tr><td>Other Approved Leave</td></tr> <tr><td>Unapproved Leave</td></tr> </table>		Paid Sick Leave	Unpaid Sick Leave	Other Approved Leave	Unapproved Leave
Paid Sick Leave									
Unpaid Sick Leave									
Other Approved Leave									
Unapproved Leave									
		If you are unsure about what kinds of leaves are considered "approved," select Guidance for a list of leave types.		136 Guidance (AMG 0002)					
		If you do not know the reason the employee has been absent so much, select "Guidance" for help in talking to the employee to find out.		Guidance (AMG 0003)					
138		142		140					
Status		Continue							

FIGURE 6

Attendance Management Page 1 Investigate Paid Sick Leave Absence(s)

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Page 2
Attendance Management
Investigate Paid Sick Leave Absence(s). Cont.

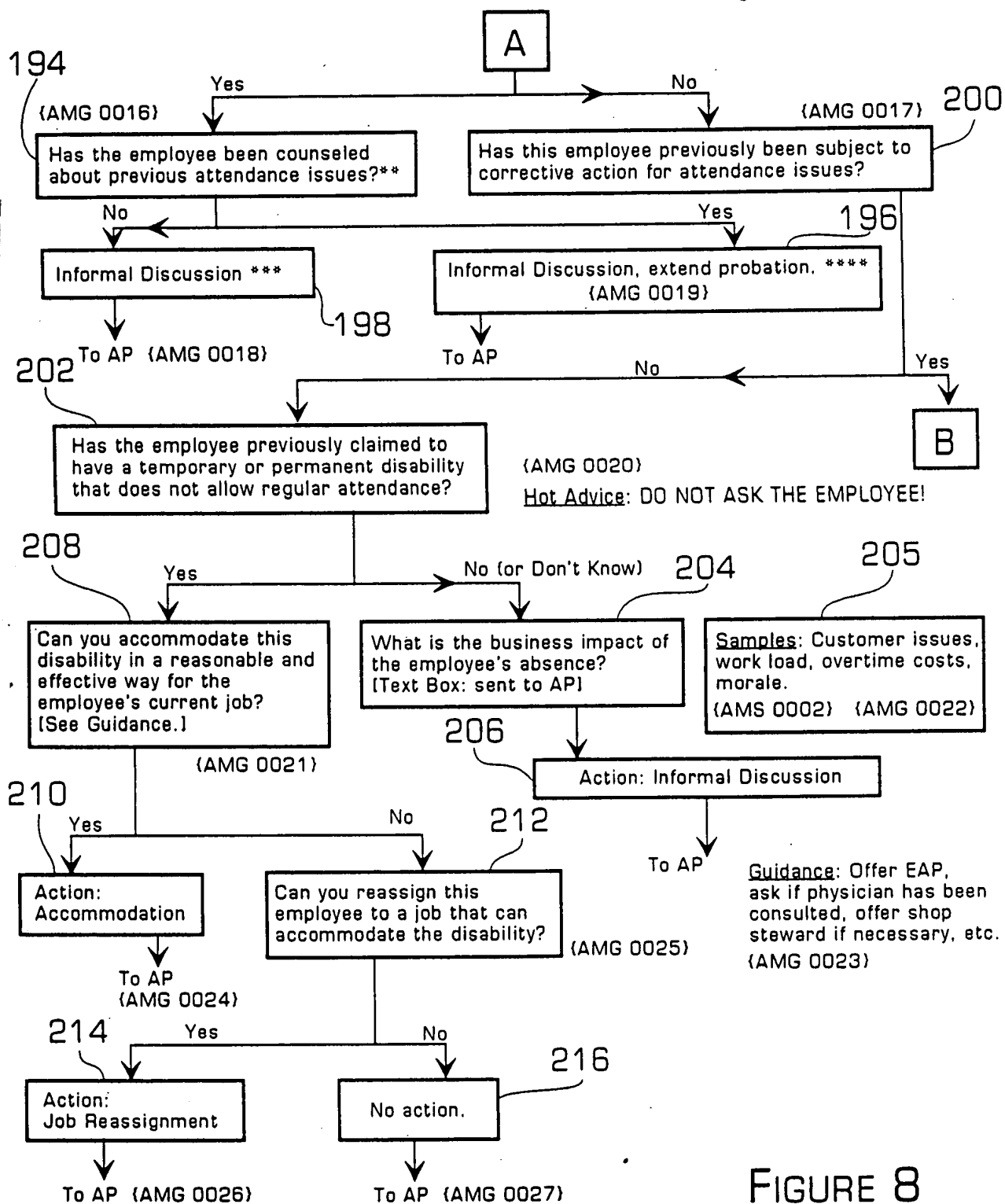


FIGURE 8

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Page 3

Attendance Management
Investigate Paid Sick Leave Absence(s). Cont.

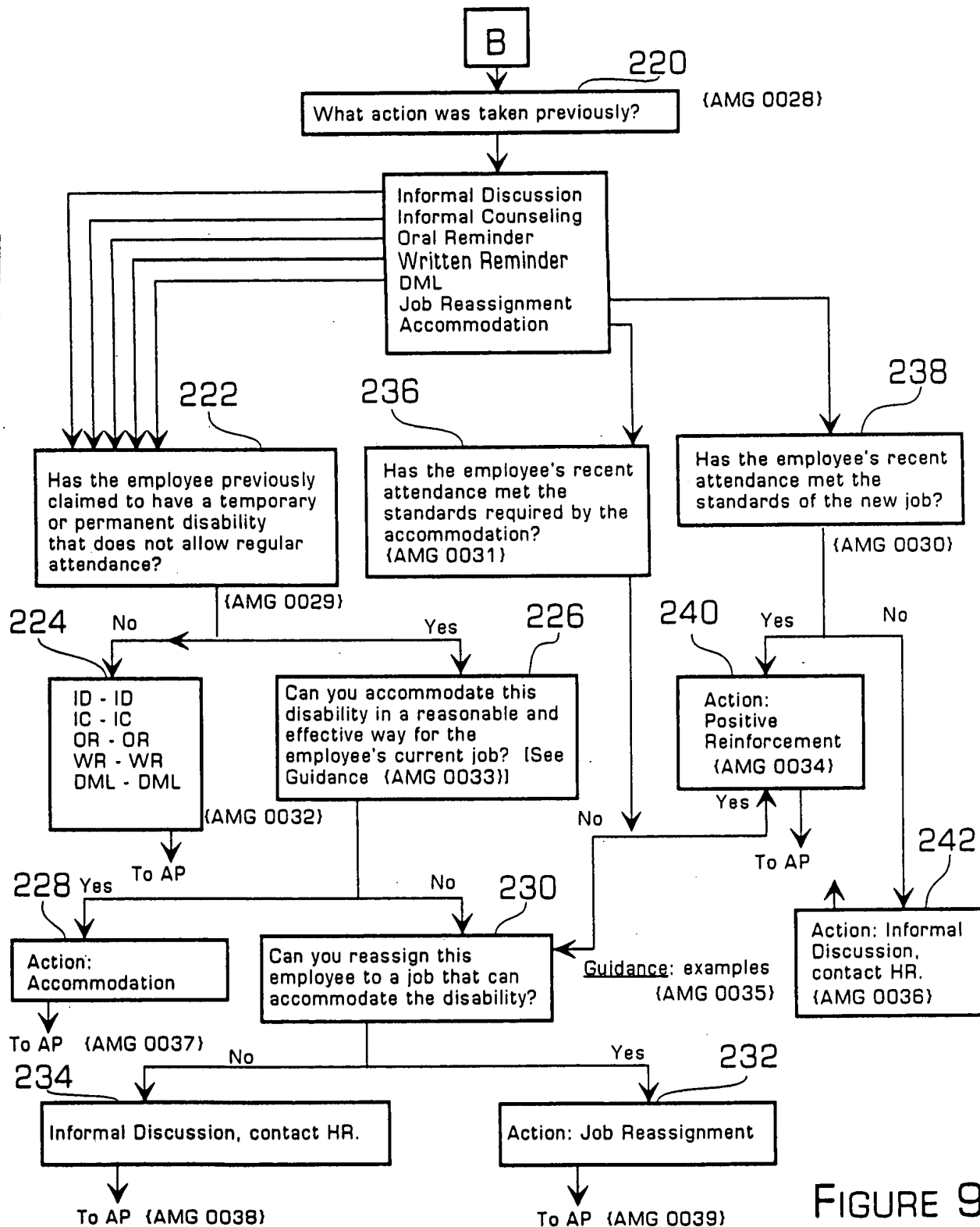


FIGURE 9

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Page 4

Attendance Management
Investigate Paid Sick Leave Absence(s). Cont.

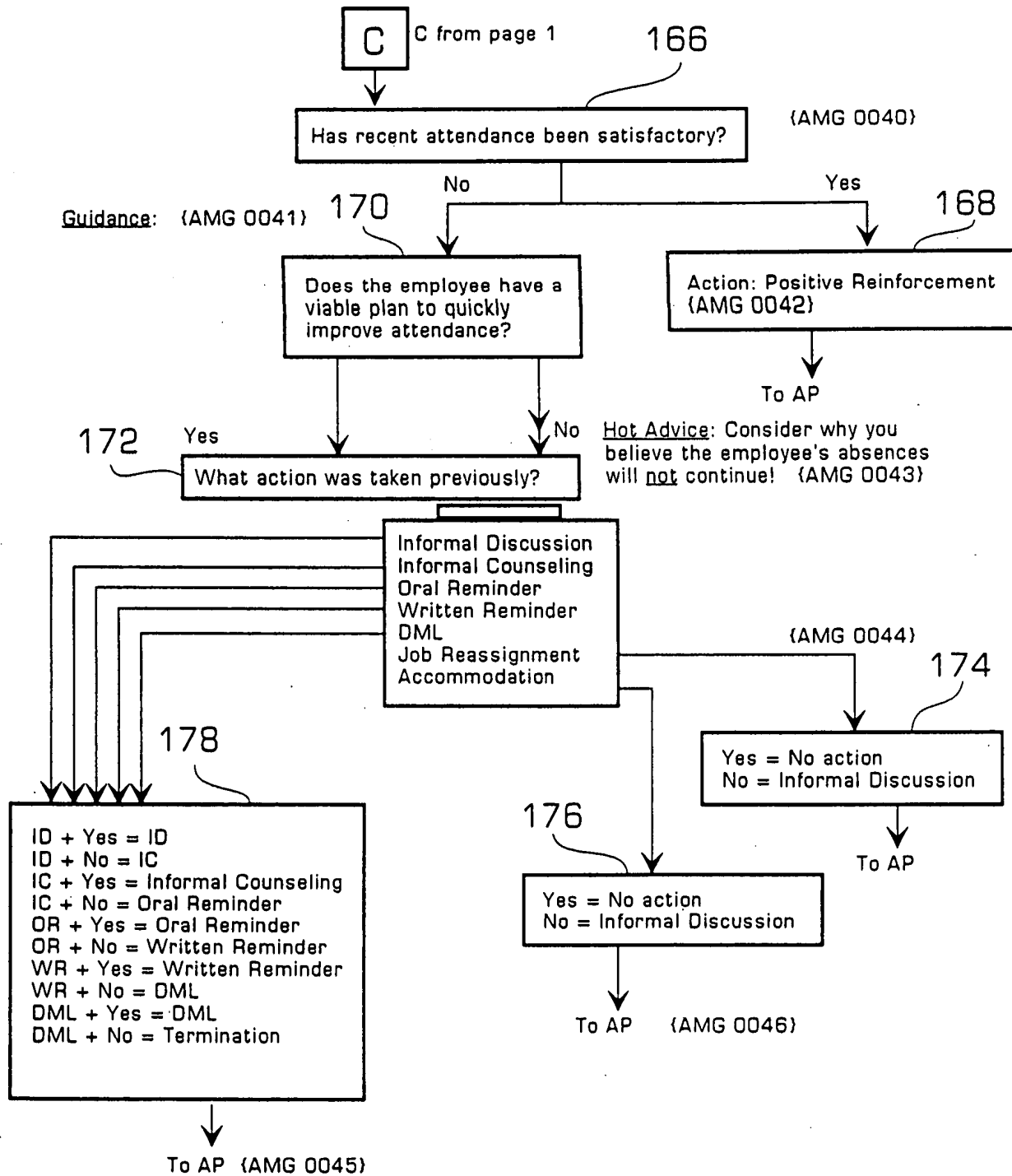


FIGURE 10

APPROVED	O.G. FIG.	
BY	CLASS	SUBCLASS
DRAFTSMAN		

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550

ATTENDANCE MANAGEMENT

ACTION PLAN

From "AP" arrows in Investigate Task

552

The Disposition at present is: [Show current disposition].
Do you want to override this? (Select "Guidance" to
evaluate plan.)

(AMG 0064)

Yes

No

554

Describe how you want to disposition
this case: [Text Box]

(AMG 0065)

556

Select "Continue" to
review Disposition
Report, and then SAVE it
locally on your machine.

(AMG 0066)

558

If you have more flagged
employees to handle, start
again at the Manager's
Desktop.

Status

Continue

FIGURE 11

APPROVED	O.G. FIG.	
BY	CLASS	SUBCLASS
WATTS/AN		

10/19

600

ATTENDANCE MANAGEMENT
Examples of Disposition Reports
[Separate report for each flagged employee]

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>	} 602
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem	

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>	} 604
Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee	

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>	} 606
John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."	

FIGURE 12

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650


FIGURE 13

Welcome - Netscape

File Edit View Go Communicator Help

Bookmarks Location: <http://decisidemo.com/comp/welcome.html>

What's Related?



Total Compensation Home Page

Welcome Dell Hill

Plan for: My Direct Reports

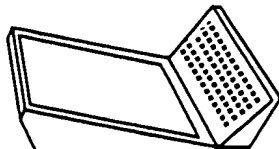
Status

Review & Approve Plans Submitted to Me


Compensation Planning for 1999 Pending Compensation Planning for 1999

Compensation Plan Eligibility For Direct Reports


Employee	Salary Increase for 1999	Incentive Plan A for 1999	Employee Stock Options for 1999
Jones, E.	●	●	●
Amato, J.	●	●	●
Cray, O.	●		●
Lee, B.	●	●	●
Dubois, G.	●		
Fairfield, H.	●		●
Martines, J.	●		●
Prakash, G.	●		●



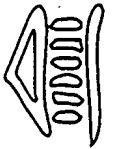
Reports



Reference Center



HR Message Board



DECISIS

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FIGURE 14

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees

2. Plan Employee Salary

3. Plan Employee Bonus

4. Plan Employee Stock

5. Review & Adjust

Enter employee's new performance rating:

!	Employee	Prev. Perf. Rating	New Perf. Rating
<input type="checkbox"/>	Jones, E.	Excellent	Excellent
<input type="checkbox"/>	Martinez, J.	Excellent	Exceeds
<input type="checkbox"/>	Lee, B.	Excellent	Exceeds
<input type="checkbox"/>	Dubois, G.	Exceeds	Exceeds
<input type="checkbox"/>	Cray, O.	Exceeds	Exceeds
<input type="checkbox"/>	Amato, J.	Exceeds	Exceeds
<input type="checkbox"/>	Prakash, G.	Exceeds	Meets
<input type="checkbox"/>	Johnson, A.	Meets	Meets

Supporting Data and Analytics

Current Distribution

Excellent: 10%

Exceeds: 50%

Meets: 30%

Below: 10%

Unacceptable: 0%

Recommended Distribution

Excellent: 10%

Exceeds: 25%

Meets: 45%

Below: 17%

Unacceptable: 3%

Perf. Rating Distribution

Employee Detail

Group Comparison

Range Pos. by Perf. Rating

Currency: \$(US)

View Budget: Merit

Total: 30,720.00

Allocated: 43,375.00

Remaining: -12,655.00

662

664

666

FIGURE 15

670

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679

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees

2. Plan Employee Salary

3. Plan Employee Bonus

4. Plan Employee Stock

5. Review & Adjust

Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date:

Current Salary: \$50,000.00

Incr. %

Incr. \$

Merit Increase: 6% or \$2760.00

Adjustment: or \$0

Promotion: or \$0

Total Increase: \$2,760.00

New Salary: \$52,760.00

New Job Code Date

Exceptions:

! Below Job Minimum

! Hi Performer Low salary

Notes:

Prev

Next

Jones, E.

Supporting Data and Analytics - Jones, E.

Job Max

Market Reference

Job Min

Promotion

Merit

Current Salary

Suggested Increase: \$2,760.00 - \$4140.00

New Perf. Rating: Exceeds

Excellent	8-18%	8-14%	8-12%	8-10%
Exceeds	6-10%	6-9%	6-8%	6-7%
Meets	4-6%	4-5%	4-5%	4-4%
Below	2-4%	2-3%	2-3%	2-2%
Unacceptable	0-1%	0-0%	0-0%	0-0%

Salary Quant.

Salary Quant.

Salary Quant.

Salary Quant.

Perf. Rating Distribution

Employee Detail

Group Comparison

Range Pos. by Perf. Rating

Currency: \$(US)

View Budget: Merit

Total: 30,720.00

Allocated: 43,375.00

Remaining: -12,655.00

672

674

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COMPENSATION PLANNING - KEY TALENT BONUS FOR 1999																																							
File Edit Tools Windows Help																																							
1. Rate Employees	2. Plan Employee Salary	3. Plan Employee Bonus	4. Plan Employee Stock	5. Review & Adjust																																			
		<div style="float: right; width: 15%;"> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Jones, E.</div> <div style="display: flex; justify-content: space-around;"> PrevNext </div> </div> <div style="clear: both;"></div> <div style="margin-top: 20px;"> <div style="border: 1px solid black; padding: 5px; float: left; width: 20%;">Exceptions:</div> <div style="float: left; width: 80%;">! Bonus exceeds guidelines</div> <div style="clear: both;"></div> <div style="margin-top: 10px;"> Notes: [icon] </div> </div>																																					
<p>Enter employee's target bonus payout as a percent of base salary:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">Target %</th> <th style="text-align: left;">Salary</th> <th style="text-align: left;">Target\$</th> </tr> <tr> <td><input type="text" value="25%"/></td> <td>\$50,000.00</td> <td>12,500.00</td> </tr> </table> <p>Sensitivity Analysis</p> <p>Payout based on the following assumptions:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <th></th> <th style="text-align: left;">Weight</th> <th style="text-align: left;">Assumption</th> <th style="text-align: left;">Bonus \$</th> </tr> <tr> <td>Individual Performance</td> <td>30%</td> <td><input type="text" value="Meets"/></td> <td>\$3,750.00</td> </tr> <tr> <td>Company Performance</td> <td>70%</td> <td><input type="text" value="100%"/></td> <td>\$8,750.00</td> </tr> <tr> <td>Total</td> <td>100%</td> <td></td> <td>\$12,500.00</td> </tr> </table>		Target %	Salary	Target\$	<input type="text" value="25%"/>	\$50,000.00	12,500.00		Weight	Assumption	Bonus \$	Individual Performance	30%	<input type="text" value="Meets"/>	\$3,750.00	Company Performance	70%	<input type="text" value="100%"/>	\$8,750.00	Total	100%		\$12,500.00	<h3 style="text-align: center;">Supporting Data and Analytics - Jones, E.</h3> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> </div> <div style="width: 50%;"> <p>Suggested Target Bonus</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Grade</th> <th>Suggested Target</th> </tr> </thead> <tbody> <tr><td>9</td><td>15-25%</td></tr> <tr><td>8</td><td>10 - 15%</td></tr> <tr><td>7</td><td>10-20%</td></tr> <tr><td>6</td><td>5-15%</td></tr> <tr><td>5</td><td>5-15%</td></tr> </tbody> </table> </div> </div> <div style="margin-top: 20px;"> <div style="border: 1px solid black; padding: 5px; width: 15%; float: left;">Employee Detail</div> <div style="border: 1px solid black; padding: 5px; width: 15%; float: left;">Group Comparison</div> <div style="clear: both;"></div> </div>				Grade	Suggested Target	9	15-25%	8	10 - 15%	7	10-20%	6	5-15%	5	5-15%
Target %	Salary	Target\$																																					
<input type="text" value="25%"/>	\$50,000.00	12,500.00																																					
	Weight	Assumption	Bonus \$																																				
Individual Performance	30%	<input type="text" value="Meets"/>	\$3,750.00																																				
Company Performance	70%	<input type="text" value="100%"/>	\$8,750.00																																				
Total	100%		\$12,500.00																																				
Grade	Suggested Target																																						
9	15-25%																																						
8	10 - 15%																																						
7	10-20%																																						
6	5-15%																																						
5	5-15%																																						
		<div style="display: flex; justify-content: space-between; align-items: center;"> <div>Currency: \$(US)</div> <div>View Budget Bonus</div> <div>Total: 30,720.00</div> <div>Allocated: 43,375.00</div> <div>Remaining: -12,655.00</div> </div>																																					

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FIGURE 17

COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999

File Edit Tools Windows Help

1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Enter employee's stock grant:

Number of Shares	Recent Price	Grant Value
<input type="text" value="850"/>	\$12	\$10,200.00

Jones, E.

Exceptions:

! Grant exceeds guidelines

Notes:

Supporting Data and Analytics - Jones, E.

Suggested Stock Grant

Grade	Suggested Number of Shares
9	800-900
8	700-800
7	600-700
6	500-600
5	400-500

Bar Chart:

Y-axis: 100000, 90000, 80000, 70000, 60000, 50000, 40000

Legend: ☐ Stock Grant, ☒ Current Salary

Current Salary: ~65000, Stock Grant: ~50000

Employee Detail

Group Comparison

Units: Shares

View Budget:

Total: 5,000

Allocated: 5,500

Remaining: -500

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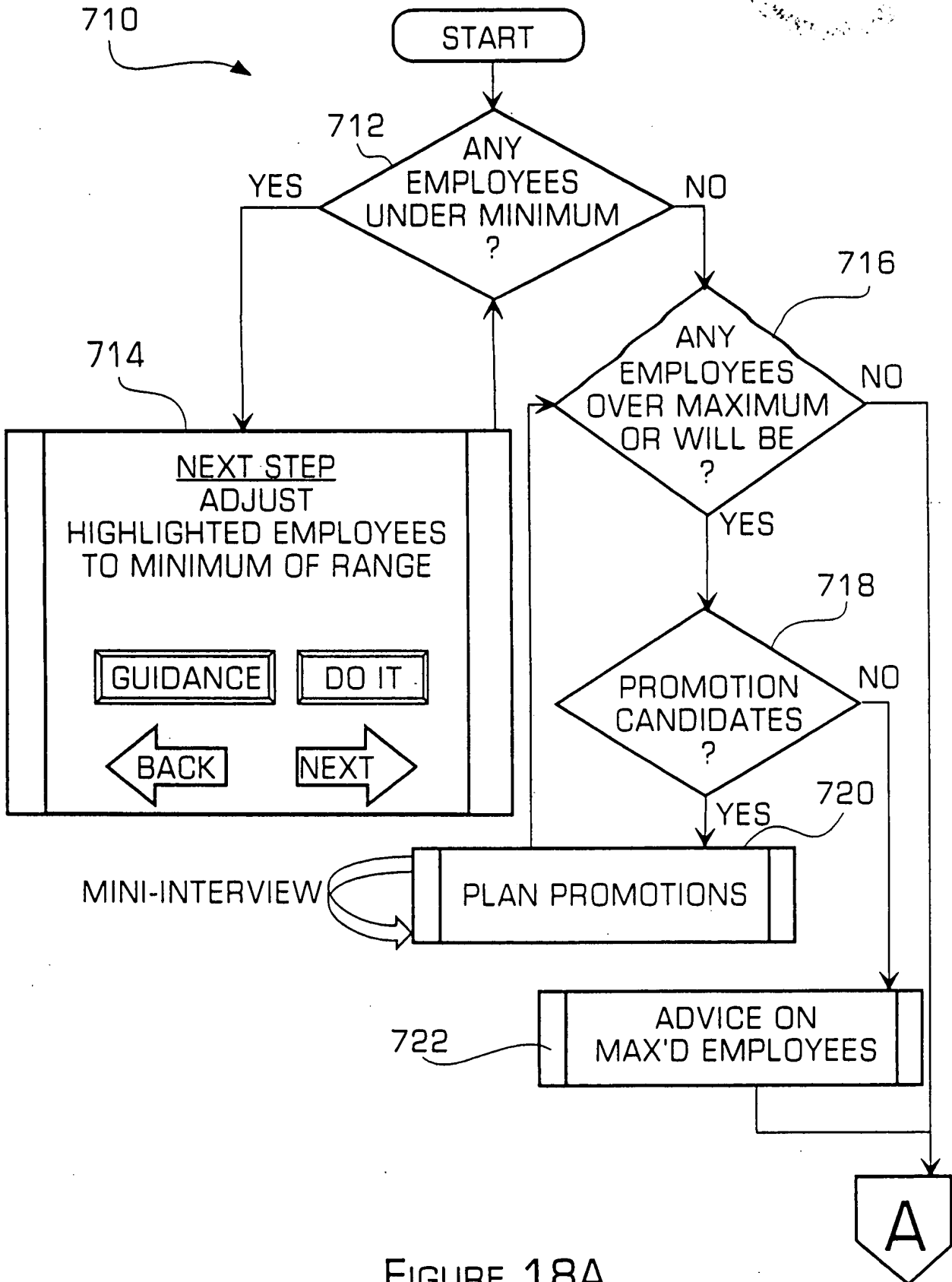


FIGURE 18A

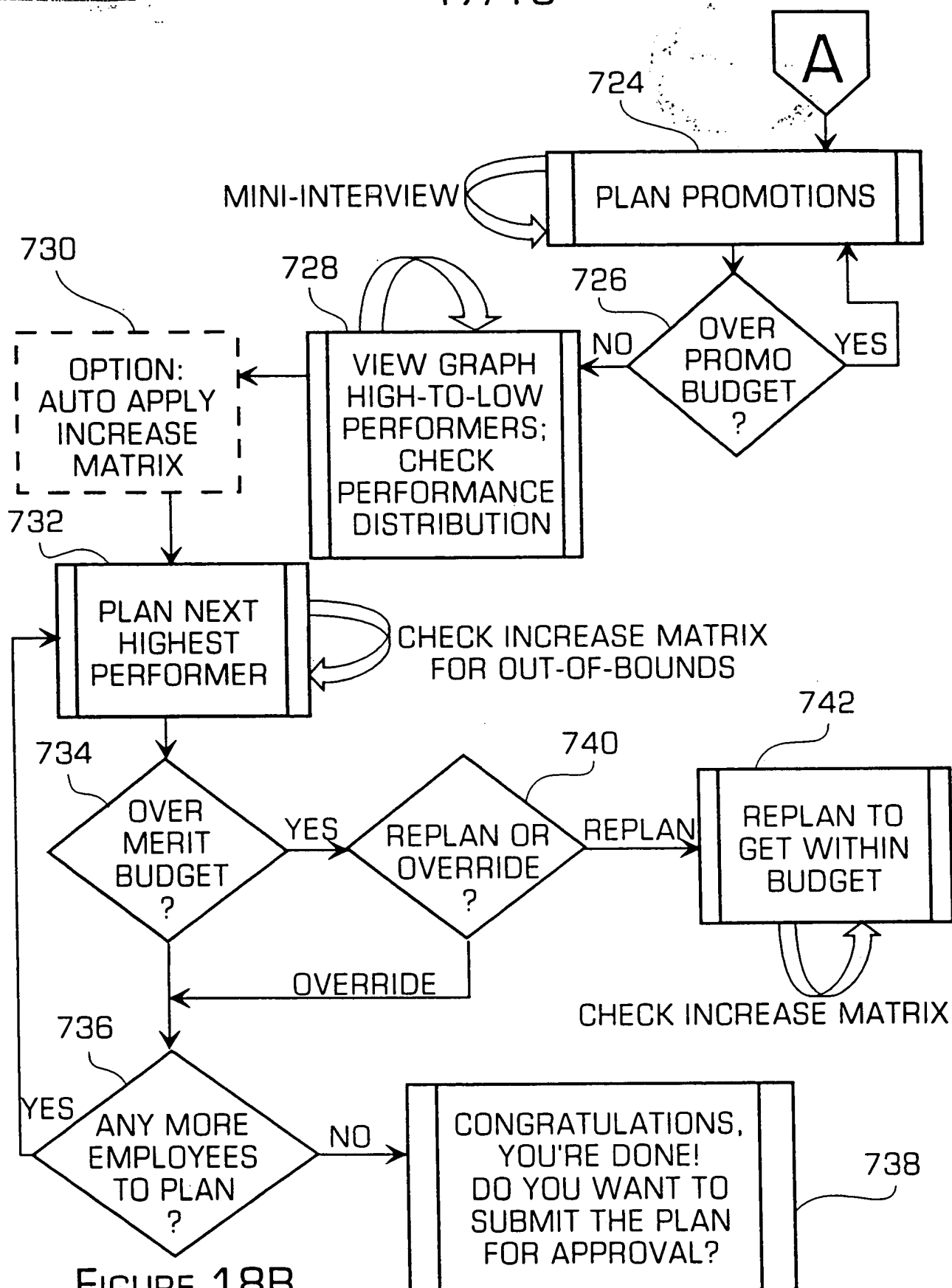


FIGURE 18B

GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

E10 Employees:

1. Karen Feiding
2. Fred Klutz
3. Joe Smith
4. Irving Fazola
5. Jane Doe

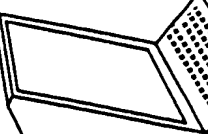
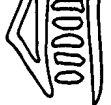
E09 Employees:

1. Sam Spade
2. George Gap
3. Susie Emblem
4. Roberto Cruz

E08 Employees:

1. Fannie Farmer
2. Jim Keiper
3. Allan Jones
4. Anna Storm
5. Evan White
6. Bill Baker
7. Lavon Larue

To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

<p>Welcome - Netscape</p> <p>File Edit Tools Windows Help Back Forward Reload Home Search Netscape Print Security Stop Bookmarks Location: http://cironus/servlet/JITServlet?APN=CPAA/0001&av28:1=1&av30:1=1&display_name=Evelyn+Jones Instant Message Internet Lookup New & Cool JIT Menu</p>	 <p>Frequently Asked Questions</p> <p>Reference Center</p> <p>Return to Application</p>  <p>DECIS</p>	<h2 style="text-align: center;">Active Advice</h2> <h3 style="text-align: center;">FOR TOTAL COMPENSATION</h3> <div style="border: 1px solid black; padding: 10px; margin-bottom: 10px;"> <p>Alerts for Evelyn Jones:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Merit Increase Over Increase Matrix Guidelines <input checked="" type="checkbox"/> Above Market Range <input checked="" type="checkbox"/> Above Range Position </div> <p style="text-align: right; font-size: 2em;">802</p> <hr/> <div style="border: 1px solid black; padding: 10px;"> <p>Alerts for Evelyn Jones:</p> <p>Merit Increase Over Increase Matrix Guidelines</p> <p>The planned Merit Increase for this Employee is over the Increase Matrix guidelines. Please review the suggested percent increase range in the appropriate cell of the Increase Matrix.</p> <p>There may be good reasons to go over the Increase Matrix guideline. For example:</p> <ul style="list-style-type: none"> The Employee may be overdue for an increase (prorating); You may be correcting an internal or external inequity; The Employee may be at the high end of the performance category and you are compensating for the difference elsewhere in your plan (e.g. with another Employee's lower increase); You may be moving a top performer aggressively to a more </div> <p style="text-align: right; font-size: 2em;">804</p>
---	--	---